

Dodge County

Space Needs Assessment

Dodge County, Wisconsin

06/03/2024

Project # 76430

Table of Contents

I.	Introduction	3
	Project Contacts	3
	Project Scope.....	3
II.	Existing Building Space Utilization & Space Reconfigurations	7
	Administration Building.....	7
	Sheriff’s Office	15
	J-POD.....	17
	Justice Center – Courthouse Building	20
	Justice Center - Dodge County Jail	25
	Henry Dodge Office Building.....	26
	Mayville Shop.....	32

Appendices

Appendix A – Questionnaire Responses

I. Introduction

Project Contacts

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Project Scope

Angus-Young was contracted to provide conceptual design services to evaluate five facilities for Dodge County. The buildings include;

- Administration Building (127 E. Oak Street)
- Sheriff's Office (124 West Street)
- J-Pod (141 N. Main Street)
- Justice Facility (Jail) / Courthouse (210 W. Center Street)
- Henry Dodge Office Building including Northview Heights (199 County Road DF)
- Mayville Shop (850 Mallard Drive)

Each department housed in these buildings completed a written questionnaire for their department that was pertaining to space utilization, staffing levels, specific room needs and storage / filing needs. Goal with this process was to define size of department and square footage needed to perform their duties. The responses also provided an understanding of the shared spaces that are utilized today.

This process included Angus-Young providing each department with a short questionnaire, meeting individually with each department to review responses, and touring each facility twice to understand requests and utilization. Angus-Young and County Staff collaborated on organizational hierarchy, current and future department goals, staffing projections, and the needs of the agency by function and define what departments could be relocated. Our goal is to provide a comparison of current trends and future needs. Angus-Young identified the utilization within each facility, and functional relationships amongst departments. Included in this report is a utilization plan for each building to determine what spaces could be moved or expanded to enhance utilization. As part of the plan, Angus-Young will explore options to relocate staff to any of the county buildings mentioned in the agreement.

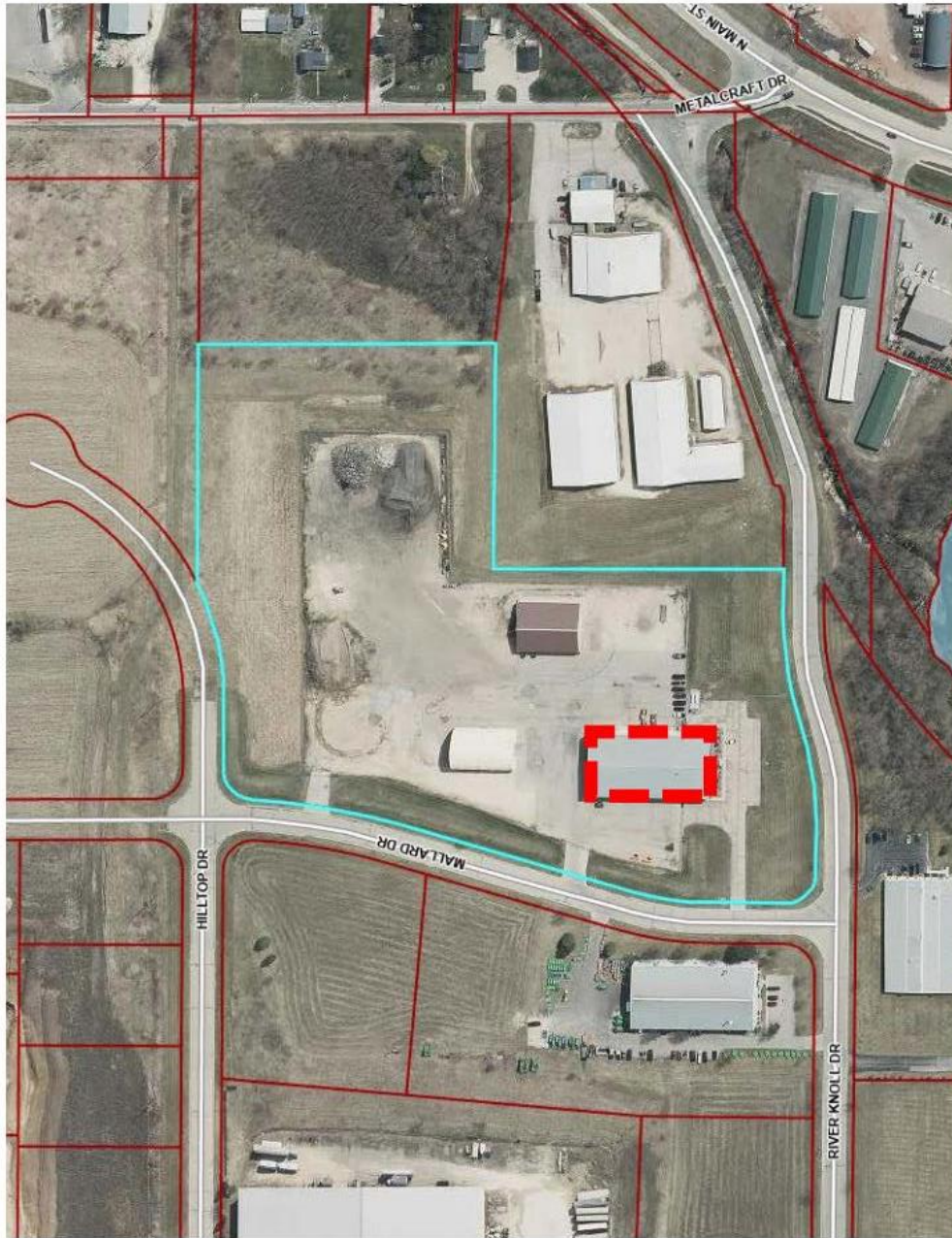
The evaluation will identify any inadequacies and costs for any of the provided options. The cost has been developed using square-foot budgeting techniques, and broad line-item budgets based on observation and investigation and actual bid pricing on projects in Dodge County.



Downtown Campus



Dodge County Health and Human Services Building



Dodge County Mayville Shop

II. Existing Building Space Utilization & Space Reconfigurations

For the purposes of this report, space utilization will include occupied spaces that currently house an office/workstation/or other functional use. This is not a measurement of the full time in office status vs working remotely of the staff using the workstation, but every staff member that needs a workstation to perform their duties when in their respective buildings.

Each building includes a budget of specific scenarios for that building. These budgets are provided using square foot analysis for comparison of options and does not include all costs associated with a particular project. We have attempted to be as complete as possible at this schematic stage of the project; however, costs to achieve a total project budget such as soil conditions, land, legal and equipment expenses must be considered when a project direction is determined.

Administration Building

The administration building consists of 85,108 gross square feet of space including a basement, first, second, third and fourth floor. Departments currently housed in this building include:

County Clerk	Medical Examiner
County Treasurer	Corporation Counsel
UW Extension	Human Resources
County Administrator / Board Chair	Finance
IT Services	County Board Room
Fitness Center Space	Facilities Management
Land and Water Conservation	
Registrar of Deeds	Dodge County Housing Authority
Land Resources & Parks	

Currently about 6% (3,200 gsf) of the building is unassigned; however, many departments reported needing less square footage due to staffing or material reductions in spaces they have occupied for many years. Some moving and re-assigning of spaces could improve overall efficiency and include additional departments in the building. Many departments have large customer service counters that are not needed in today's operation. Reduction in these spaces will allow for more net usable square footage. Limited space could be available for other agencies to move into the Administration building such as Dodge County Housing Authority that requires about 1,300 gsf of office and conference room space and would allow for conversion of their current office space into an additional rented apartment.

The basement includes Maintenance / Facility offices, mechanical equipment, Records, Building Storage, and Mail room functions. The Records Room is used by all departments in the building and is well maintained and organized. Mail functions occur on this floor, however packages and larger items are left at the receiving room on first floor rather than being carried to the basement for distribution to the remainder of the building.

First Floor houses the County Clerk, Treasurer, County Board Chair, County Administrator, Auditorium, Building Break Room, UW Extension, shared conference rooms and receiving room. Consolidation.

Proposed reconfiguration of space on the first floor to improve efficiency and space utilization include:

1. Move service door to County Clerk to allow for reduced service counter and centralize hall window service and counter service with one person providing service to both. Reconfiguration of this space will allow all election equipment and paper goods to be stored and secured inside the Clerk's office suite, freeing up the storage room off the auditorium for table, chair and other supply storage.
2. Breakroom is under-utilized for the number of staff that use this room on a daily basis. Shrinking the break room and moving mail room sorting and package delivery from basement to the receiving room at grade will allow for more secure receipt of materials, storage of packages and frees up space in the basement for secure equipment storage needed by IT.
3. Consolidation of County Board Chair and County Administrator suites with addition of shared conference room, storage and work space frees up space on first floor for a more customer focused County Function or leased space.

Second floor houses IT Department, IT Training, Fitness, IT equipment storage and 2,000 gsf of unassigned space and 3,700 gsf of underutilized space currently used for secure IT Equipment. This function could be located in the current mailroom of the basement for secure storage and free up 3,700 gsf of space on the second floor for another department or leasable space.

Proposed reconfiguration of space on the second floor to improve efficiency and space utilization include:

1. Assign or lease 2,000 un-assigned space for other departments or public agencies
2. Move IT Secure Equipment storage to basement secure storage room to free up 3,700 gsf of office suite.
3. If Sheriff's department was to construct a new facility, fitness center in this building could be moved to new building to be used by all county staff. This would free up an additional 1,311 gsf on the second floor.

Third floor houses Land Resources and Parks, Land Conservation, and Register of Deeds. Land Resources and Parks have requested consolidation of their space to the south east side of third floor, which results in about 2,230 gsf of additional un-assigned space.

Proposed reconfiguration of space on the third floor to improve efficiency and space utilization include:

1. Consolidate Land Resources and Parks to the south east corner of the third floor 5,000 gsf. To accomplish this, two additional offices and furniture will be added. This will release 2,230 gsf of space on the northside of the third floor for other functions. Land Resources has survey files that will also need to be moved to Register of Deeds storage to accommodate this move.
2. Land Conservation is served by only one door to the corridor from their suite. They have requested an additional door be added to the corridor to allow for two egress points from their suite.

3. Register of Deeds has requested that their customer service desk be reconfigured to improve security and separation between staff and customer.

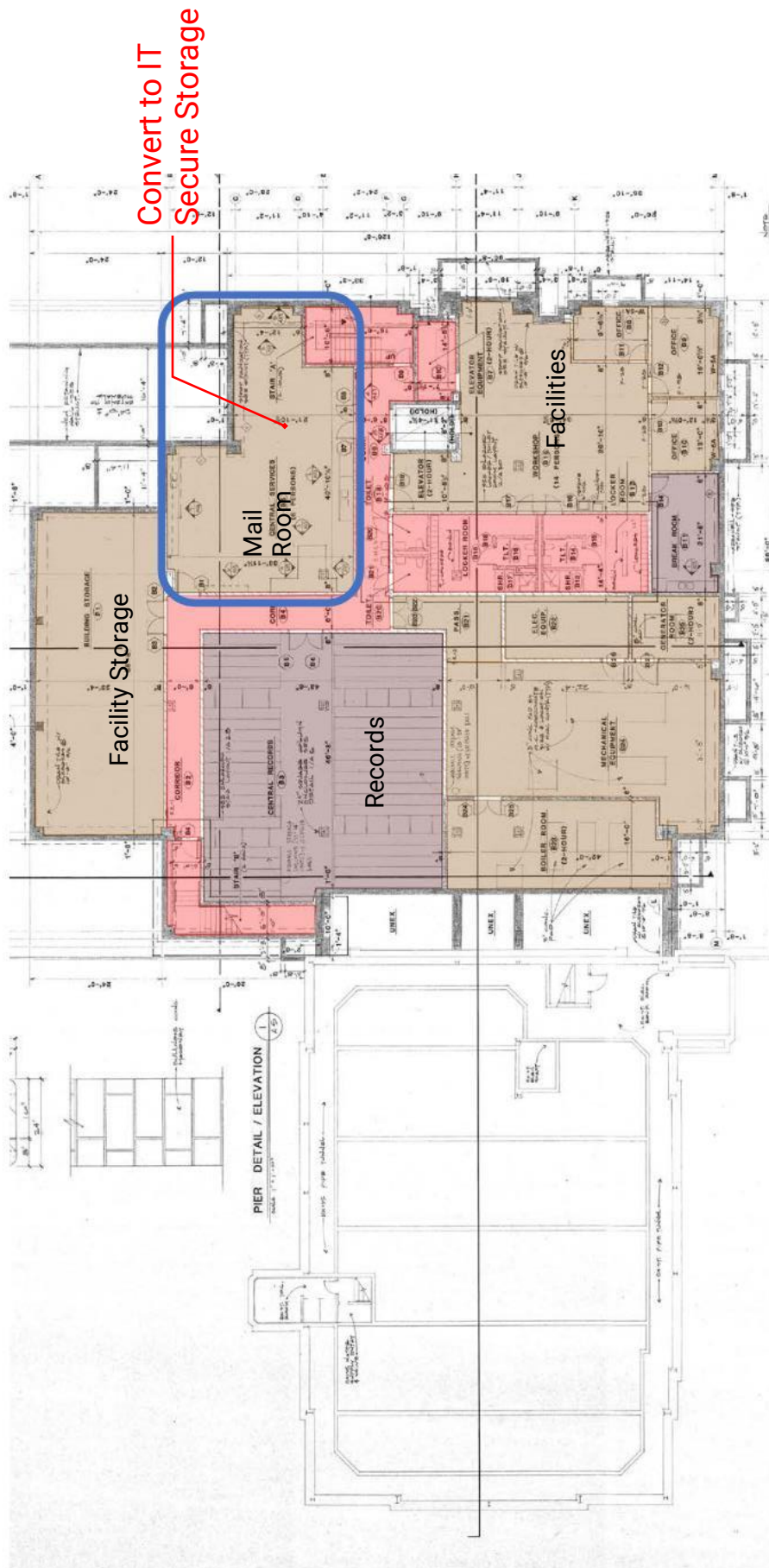
Fourth floor houses Human Resources, Finance, Corporate Counsel, Medical Examiner's office, and County Board Room.

Proposed reconfiguration of space on the fourth floor to improve efficiency and space utilization include:

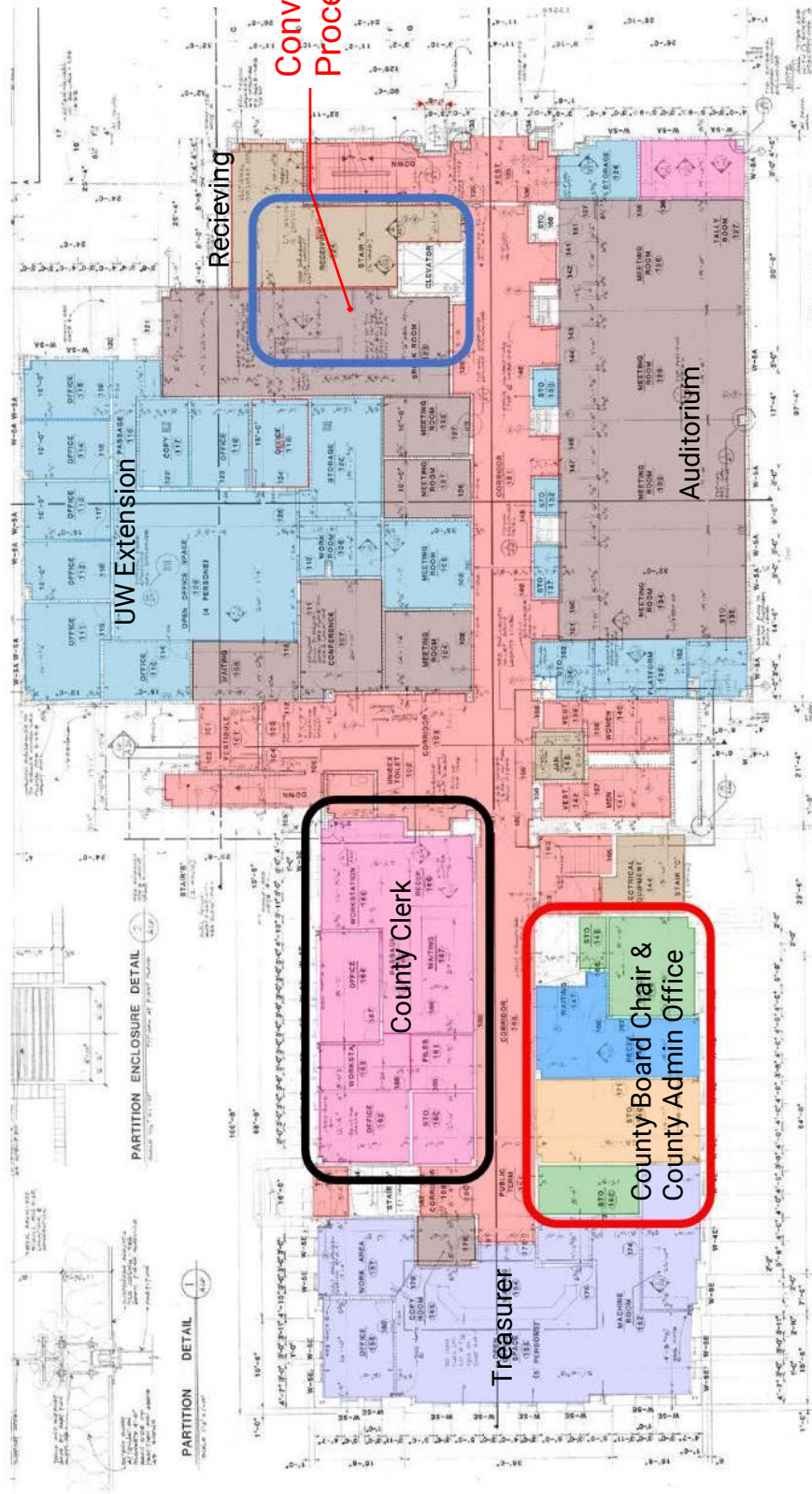
1. Medical Examiner is divided between two suites on the fourth floor totaling 1,500 gs of space. The space that Land Records and Parks vacated on the east side of third floor is adequate to move Medical Examiner to this suite and free up space on the fourth floor near the County Board Room for the County Administrator and County Board Chair's office suite, along with an additional committee meeting room.
2. Conference room 457 is an adequate size room, but lacks technology for video conferencing to be used by most departments. The addition of technology to this room will make this room more productive and used by staff.
3. Corporation Counsel has adequate space; however, depending on case load may need an additional attorney in the future, which can be accommodated in the current space. It was also requested that the reception desk area be redesigned to be more secure.
4. Finance and HR have adequate space but requested a connecting door between the two suites to improve inter departmental operations. Reconfiguration of HR Space to allow for a employment kiosk for applications is requested.
5. County Board Room is currently a very inflexible space with built in desks. Different furniture would allow this room to be better utilized for larger meetings outside of Board Meetings. The north east rooms are under-utilized due to their location.

These proposed renovations for the Administration building project estimate is:

Renovations at Administration Building	Area	Cost per Sf	Total Cost
Lower Level Renovations	None		\$0
First Floor Renovations	2,400	\$125.00	\$300,000
Second Floor Renovations	1,500	\$125.00	\$187,500
Third Floor Renovations	7,050	\$125.00	\$881,250
Fourth Floor Renovations	550	\$125.00	\$68,750
Sub-Total			\$1,437,500
Soft Costs / Permits / Reimbursables	10%		\$143,750
Contingency	5%		\$71,875
Fixtures Furniture and Equipment*			\$50,000
Total Project Costs			\$1,703,125



Administration – Basement Plan



Administration – First Floor Plan

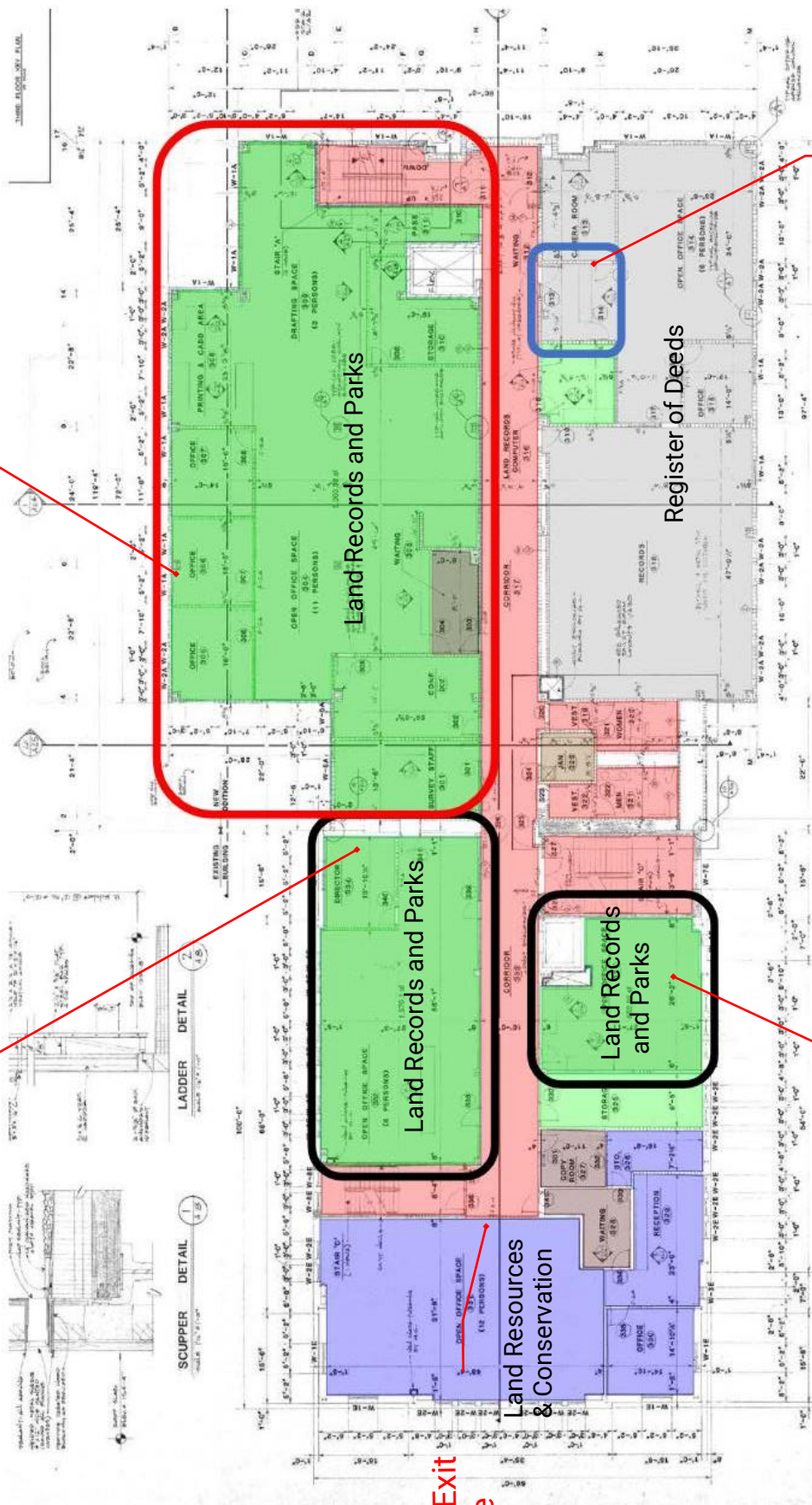
Consolidate all
staff to this suite

Space Available
for other use

Need 2nd Exit
From Suite

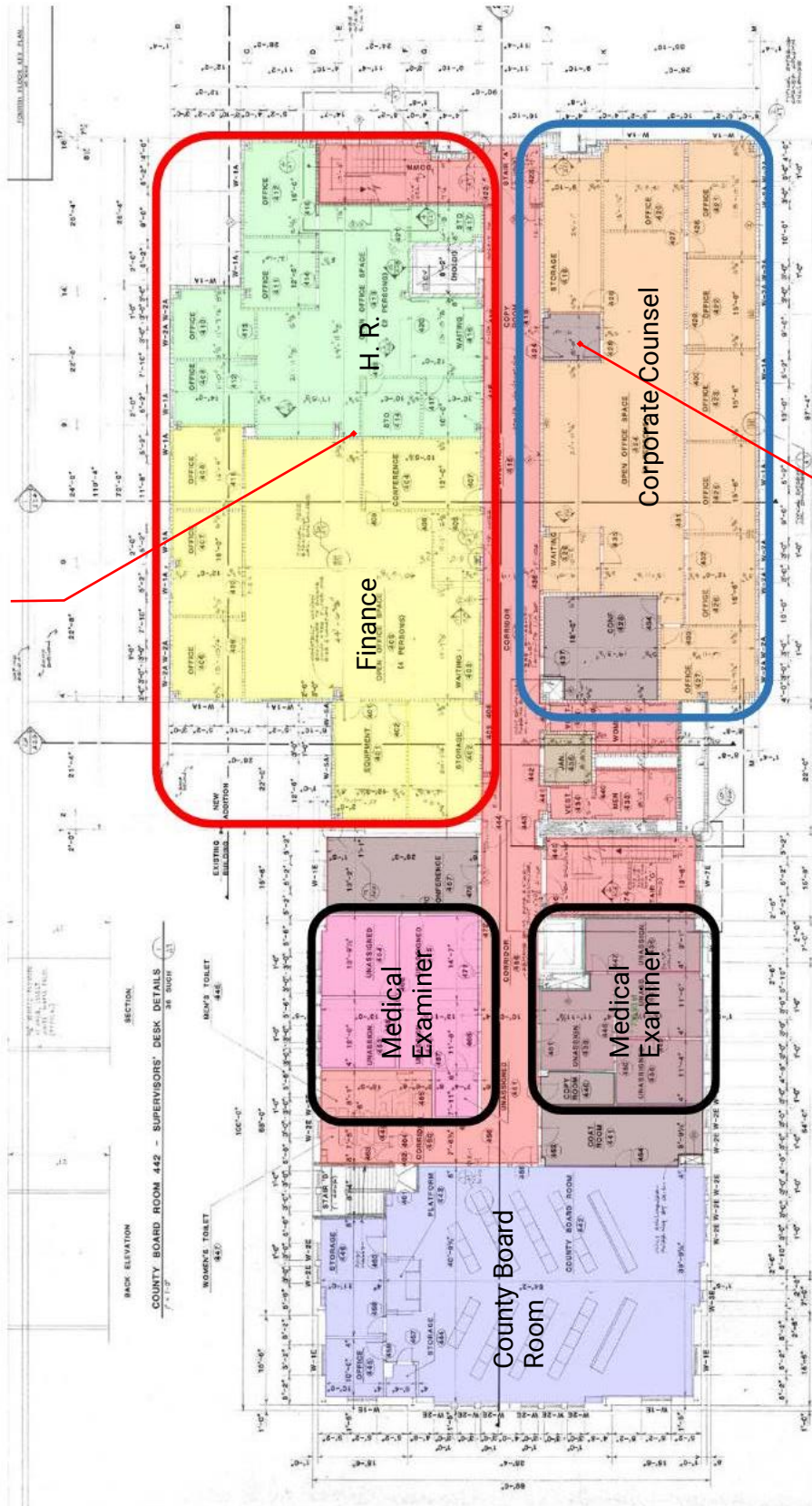
Space Available
for other use

Secure customer
service counter



Administration – Third Floor Plan

New Door
Between Suites



Secure Customer
service counter

Administration – Fourth Floor Plan

Sheriff's Office

The Dodge County Sheriff's office building totals 33,370 gsf across two floors. This building was originally designed as a courthouse and one original courtroom has been repurposed as the Emergency Operations Center (EOC) with little renovation. Due to the conversion of space throughout the building, the existing building is not efficiently laid out for Sheriff's Office operations, over 23% of the building is shared / underutilized corridors. Departments included in this building are the Sheriff's office, Emergency Management, 911 Dispatch Center and Facilities Management. Due to security concerns, this report will not display floor plan utilizations.

Space and design concerns highlighted during this building review include:

- ADA access that requires a visitor of the Sheriff's Office take first a lift from the entrance lobby down to the lower level to then navigate to an elevator that will then take you to the upper level reception area.
- Re-organization of existing space could improve utilization and spaces available for staff spaces.
- Emergency Operation Center is well utilized, but too small for large group operations or meetings.
- Equipment for the Sheriff's department is either stored exterior or stored off site due to lack of equipment garage or size of garage in the case of J-Pod Building. Large equipment stored off site includes the Emergency Management Incident Command Center, the Sheriff's Mrap, and Rescue Boat.

A second option vs. renovation of the sheriff's office is to compare the renovation of the existing building to construction of a new Sheriff's Office addition to the Jail building. An addition at this location will reduce staffing conflicts between the office and the Jail, creating a more efficient connection between the two operations. An addition would include space to house all Sheriff and Emergency Management vehicles along with patrol squad vehicle storage and training spaces. A building program for the addition outlines about a 34,000 gsf building.

The budget analysis compares renovating the existing sheriff's office and associated work to accommodate that scenario against building a new sheriff's office adjacent or addition to the existing jail building.

Renovate Sheriff's Office Building & Demolish J-Pod	Area	Cost per Sf	Total Cost
New Elevator to All Floors at Entry	Allowance		\$350,000
Office Renovation to Improve Spacial Utilizaiton and Efficiency	16,850	\$125.00	\$2,106,250
Replace Boilers	33,370	\$8.00	\$266,960
Upgrade to Digital Building Controls	33,370	\$6.00	\$200,220
Demolish J-Pod	34,434	\$4.50	\$154,953
Hazardous Material Abatement - J-POD	34,434	\$5.50	\$189,387
Parking Lot at J-Pod Building Site	5,100	\$3.75	\$19,125
Build/Replace Storage / Training on J-Pod Site	8,500	\$200.00	\$1,700,000
Sub-Total			\$4,986,895

Soft Costs / Permits / Reimbursables	10%		\$498,690
Contingency	5%		\$249,345
Fixtures Furniture and Equipment*		None	
Total Project Costs			\$5,734,929

*=does not include 911/Dispatch Equipment / Move

Build New Sheriff's Office Building	Area	Cost per Sf	Total Cost
Build New Sheriff's Office Addition at Jail	34,000	\$420.00	\$14,280,000
Demolish J-Pod	34,434	\$4.50	\$154,953
Hazardous Material Abatement - J-POD	34,434	\$5.50	\$189,387
Parking Lot at J-Pod Building Site	13,600	\$3.75	\$51,000
Sell Sheriff's Building		Value To Be Determined	
Sub-Total			\$14,675,340

Soft Costs / Permits / Reimbursables	10%		\$1,467,534
Contingency	5%		\$733,767
Fixtures Furniture and Equipment*			\$517,000
Total Project Costs			\$17,393,641

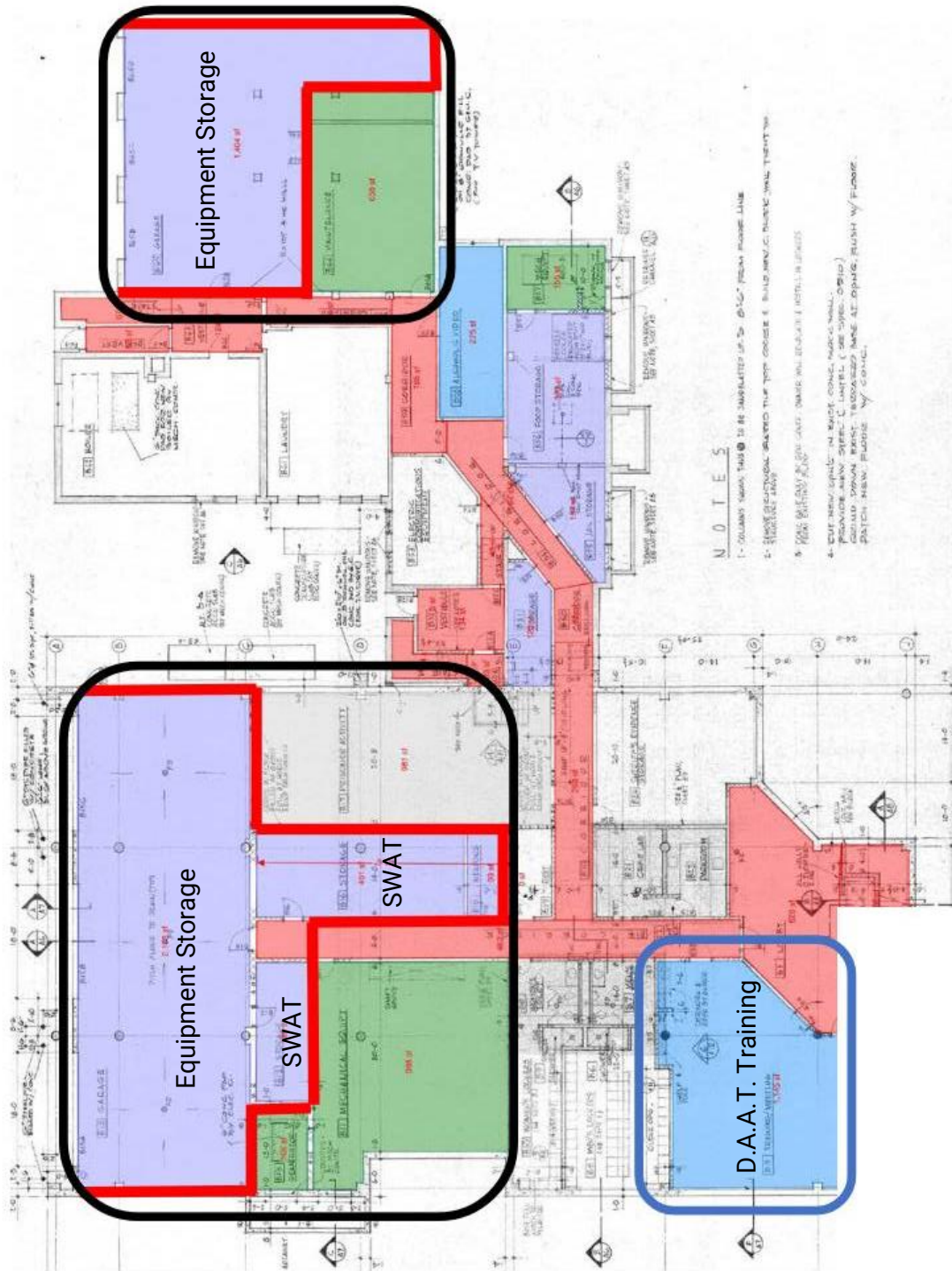
*=does not include 911/Dispatch Equipment / Move

J-POD

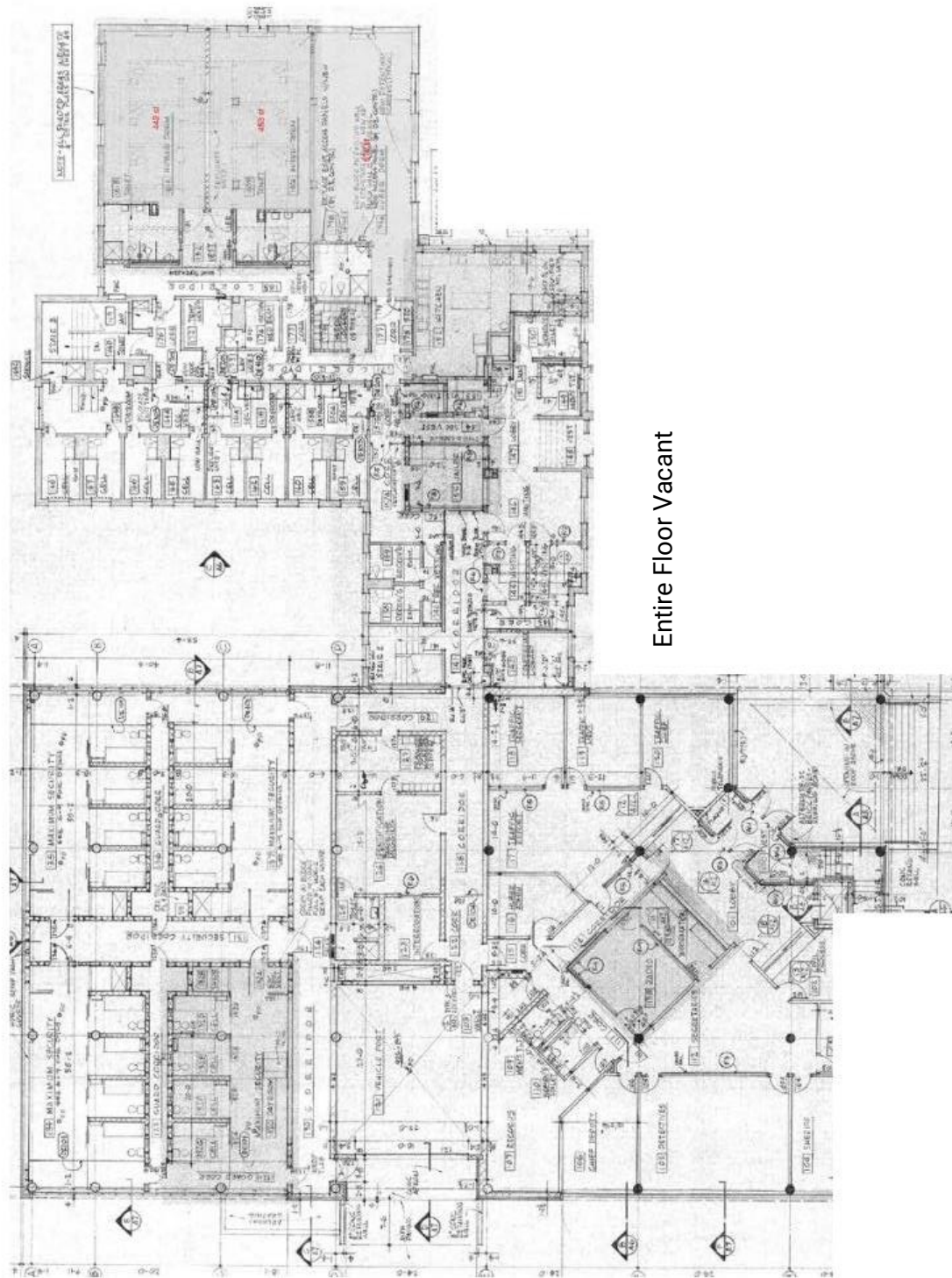
J-Pod Building is the vacant original County Jail. The building totals 34,434 gsf and about 28,850 gsf is not occupied. The building is maintained at operating temperatures year round to manage moisture within the vacant building. The Sheriff's Department and Facilities Management utilize the vehicle garages on the lower level, ordinance storage, maintenance room and Defense And Arrest Training (D.A.A.T.) room. If this building is to be torn down, these operational spaces will need to be replaced.

If J-Pod was to be torn down, there is abatement required prior demolition. In addition, the operations in this building will require a new storage and training center be constructed. This could be a stand alone structure or apart of the sheriff's office renovation of the existing building or addition to the jail. We estimate the new building is about 8,500 gsf.

Demolish J-Pod	Area	Cost per Sf	Total Cost
Demolish J-Pod	34,434 \$	4.50 \$	154,953
Hazardous Material Abatement - J-POD	34,434 \$	5.50 \$	189,387
Build Replacement Storage / Training	8,500 \$	200.00 \$	1,700,000
Repair Wall of Current SO	500 \$	48.00 \$	24,000
Sub-Total		\$	2,068,340
Soft Costs / Permits / Reimbursables	10%	\$	206,834
Contingency	5%	\$	103,417
Fixtures Furniture and Equipment	Allowance	\$	50,000
Total Project Costs		\$	2,428,591



J-POD Lower Level Plan



Entire Floor Vacant

J-Pod First Floor Plan

Justice Center – Courthouse Building

The courthouse totals 114,456 gsf with about 12,761 gsf not built out. It includes a basement and three stories of office and courtroom space. The building is used by the following departments:

Child Support	IT
Circuit Court	Facilities Management
Clerk Of Courts	Registrar in Probate
District Attorney	Sheriff's Office
Family Court	

The First floor includes the main security entrance. This entrance requires modernization to make it more secure for the front desk staff and occupants of the building. This work should include hardening of the desk area, separating the entrance and screening path from the exit path.

Second floor spaces are fully utilized and there is no requested or required changes.

Third floor currently has 12,761 gsf of unfinished space that was designed as two future courtrooms with associated office, jury and support spaces. The decision to expand these courts will either be made by Dodge County based on civil and local court cases within the county or by the State requiring an additional court based on state cases. Based on the location of this space on the third floor and the specific design layout for court uses our recommendation is to not consider any repurposing of this space. Currently this space houses facility supplies and unused equipment for the county. When this space gets developed, additional storage space will be needed for the facility supplies. Equipment storage can be shifted to other buildings or sold.

The District Attorney's will require two additional offices for assistant district attorneys, the DA's office is scanning records and reducing storage needs, once this is complete there is adequate space in the storage area to build out two additional offices with-in the DA Offices suite. A second option for expansion of the DA's office is to expand into the child support spaces as they have additional space within their office suite.

Renovations at Courthouse	Area	Cost per Sf	Total Cost
Harden Security Desk Entry	861	\$300.00	\$258,300
Build-out Future Courtroom	12,761	\$220.00	\$2,807,420
DA Office Expansion	550	\$125.00	\$68,750
Sub-Total			\$3,134,470
Soft Costs / Permits / Reimbursables	10%		\$313,447
Contingency	5%		\$156,724
Fixtures Furniture and Equipment*			\$854,005
Total Project Costs			\$4,458,646

Justice Center - Dodge County Jail

Dodge County Jail totals 138,000 gsf. and is fully utilized. Two concerns with the existing building were raised during interviews. First was a request for two medical bays to house critical condition inmates. Currently any inmate needing advanced care is taken off site and requires extensive security and logistics for the Sheriff's staff. A small renovation adjacent the nurse/doctor space in what was originally designed as a workshop and equipment area. The medical bay inside the existing workshop space with-in the existing building would include two hospital type rooms, designed for infection isolation, staff nurse/records station, oxygen canister storage, clean linen & supply storage, and dirty linen storage.

The other concern is the size of IT Closets that exist inside the secure area of the jail. They are too small for the equipment housed in these spaces and the location inside the secure areas requires additional logistics to accomplish any repairs. We have not included a budget line item for this work.

Due to security concerns, this report will not display floor plan utilizations.

Renovations at Jail Building	Area	Cost per Sf	Total Cost
Build Medical Bays (2) with support Spaces	1,200	\$300.00	\$360,000
Sub-Total			\$360,000
Soft Costs / Permits / Reimbursables	10%		\$36,000
Contingency	5%		\$18,000
Fixtures Furniture and Equipment*			\$30,000
Total Project Costs			\$444,000

Henry Dodge Office Building

Henry Dodge Office building is 152,245 gsf on four floors. The building has a total of 23,657 sf of un-assigned spaces that is located on the ground and first floors. The departments housed in this building include:

- Human Services and Health
 - Clinical and Family Services Division
 - Community Support Services Division
 - Fiscal Services Division
- Veteran's Office
- Medical Examiner
- Northview Heights
- Facilities Management

Unassigned space of the ground floor is the original kitchen space, which due to the type of development, finishes and layout has been difficult to repurpose. Approximately 50% of the first floor space is unassigned, but used for equipment storage and file storage. If this space was to be redeveloped, some space will be required for file and record storage. Second and Third Floor spaces are fully occupied with some spaces housing two or three workstations. The building has been well maintained and architectural finished are in good condition.

A renovation of this building will require planned replacements to occur to fully occupy this building for 10-20 years. This includes replacement of windows, Upgrade of 2 elevators (2 were recently completed), HVAC System and Building Controls, Electrical Service upgrades and Parking / Paving replacement. Plumbing piping is also at the end of its useful life and any renovation of specific areas should expect plumbing main replacements. An ongoing issue will be the sanitary mains under slab that are deteriorating beyond service and need to be replaced. Currently facilities repair plumbing issues as they become apparent and so we have not included any costs in our redevelopment budgets due to the difficulty in estimating the overall scope of repairs required.

Human Services divisions occupy the majority of the building. Human Services staff only work from home 20% of the time, most offices have two staff working in one room. The existing building provides a large enough space to hold an entire department meeting, which is about 180 staff members.

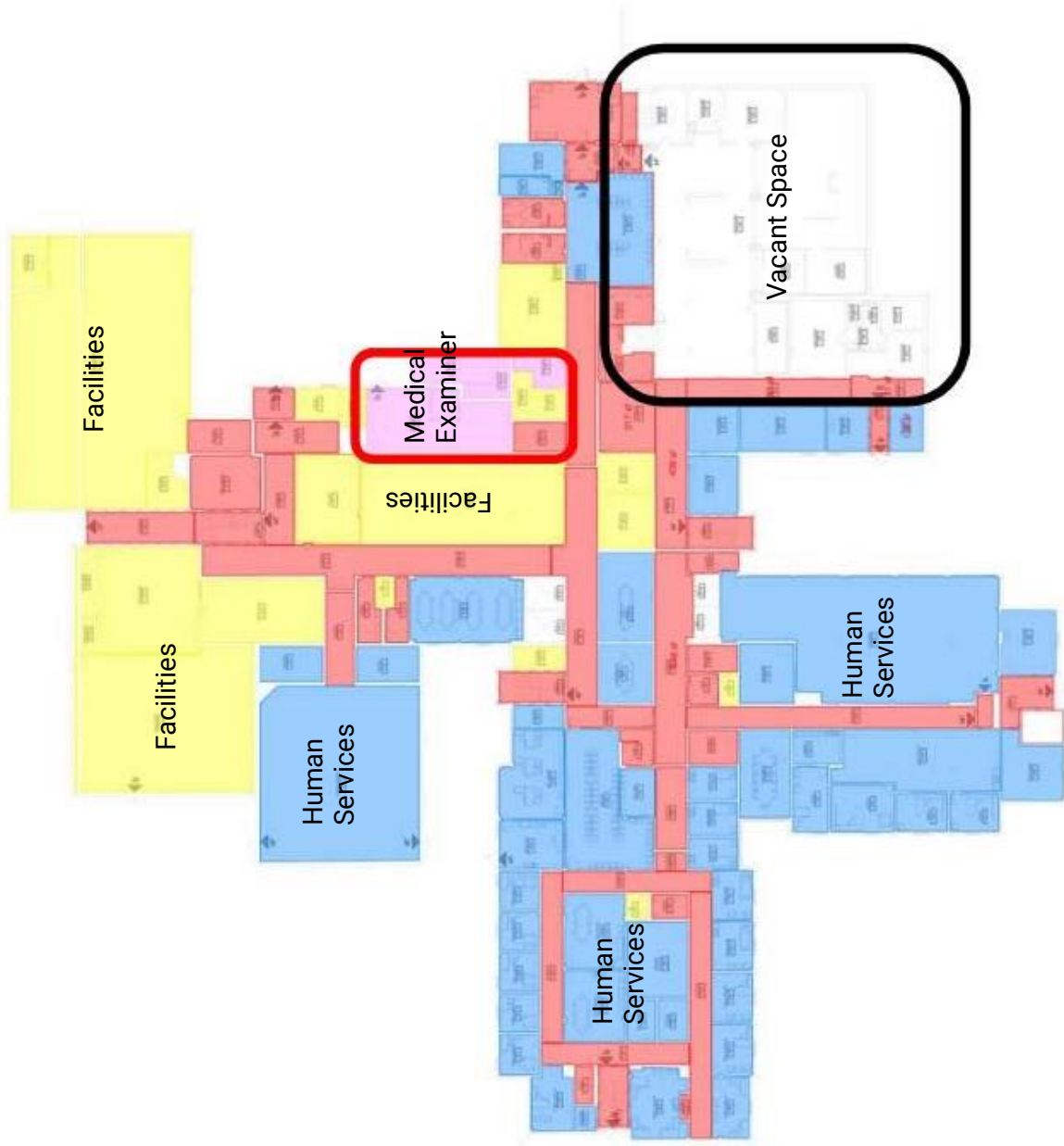
The Medical Examiner space utilizes two existing coolers that are functioning adequately today, but at the end of their life expectancy. The Medical Examiner does not have privacy from vehicle to cooler with bodies and does not have adequate working space inside the structure for procedures that are required at times. Redevelopment of the building or replacement of the building should include upgrade of these areas for ME use.

Veterans Office has requested one additional assigned space.

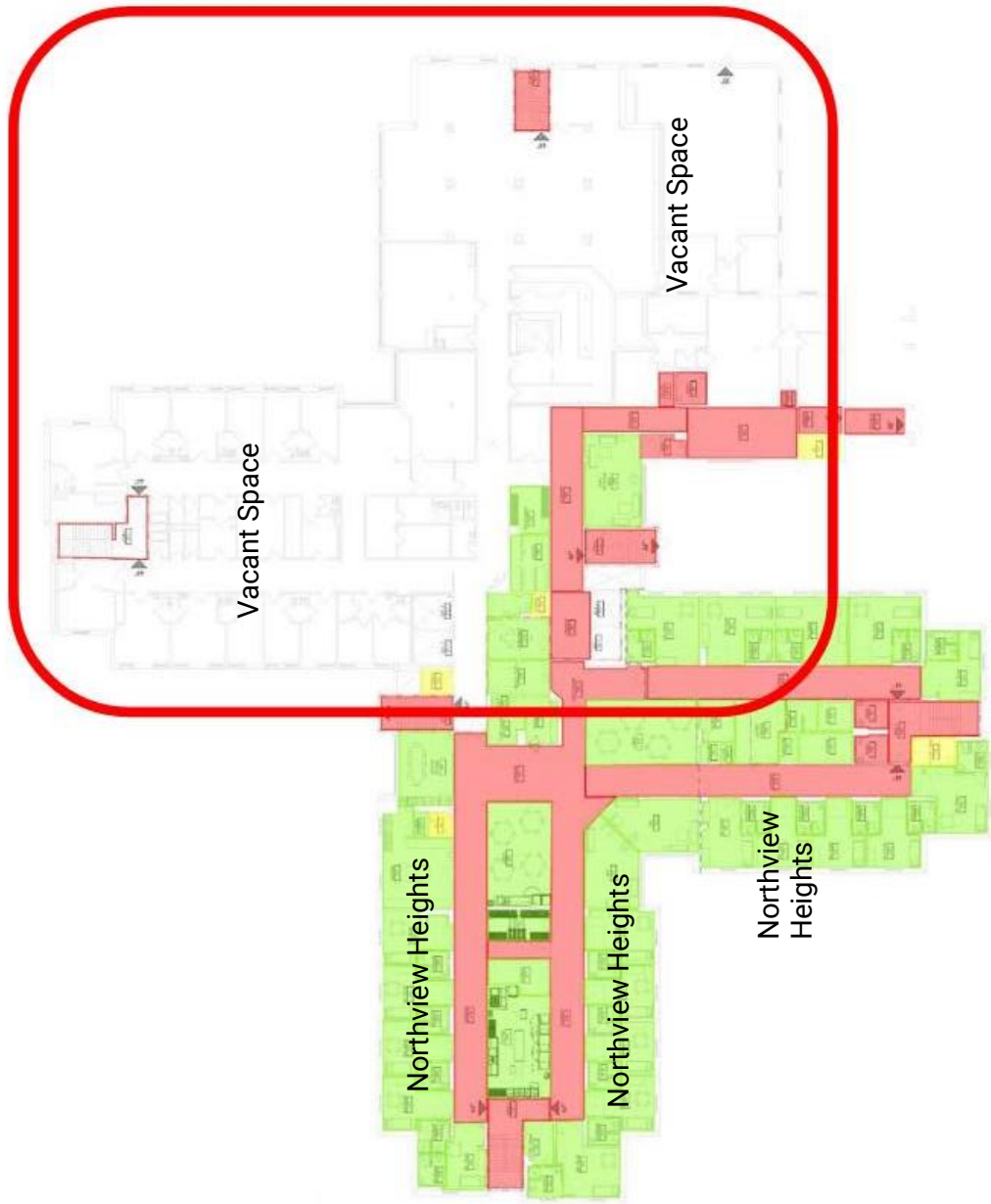
Comparing the cost of known upgrades to the HVAC, Electrical and exterior envelope systems vs demolition of the existing building and construction of a new replacement building to house

the departments that currently occupy that building. We estimate a replacement building will be about 72,000 gsf. Below is a budget comparison of these two options.

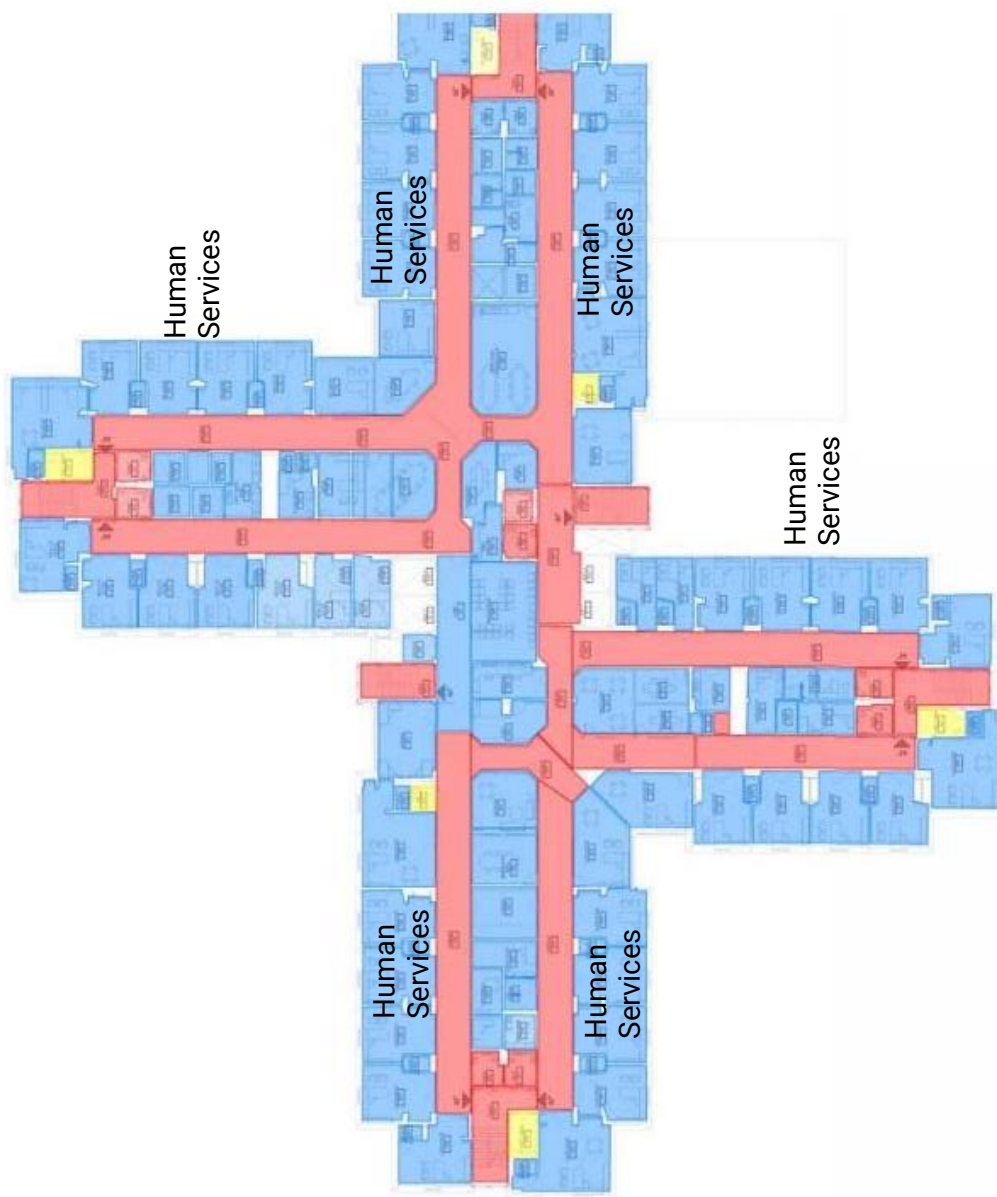
Renovate Henry Dodge Office Building	Area	Cost per Sf	Total Cost
Square Foot of Building Renovation	Included in HVAC		
Re-Roof Building	48,062	\$18.00	\$865,116
Window Replacement	14,976	\$32.00	\$479,232
Elevator Upgrade / Replacement	2 Elevators		\$550,000
HVAC Upgrades	152,245	\$82.17	\$12,510,000
Controls Upgrades	Included in HVAC		
Plumbing Upgrades	As Needed, Not Included Above		
Electrical Upgrades	Included in HVAC		
Sub-Total			\$14,404,348
Soft Costs / Permits / Reimbursables	10%		\$1,440,435
Contingency	5%		\$720,217
Fixtures Furniture and Equipment		None	
Total Project Costs			\$16,565,000
Build new HHS Building and Demolition	Area	Cost per Sf	Total Cost
Demolish Henry Dodge Office Building	152,245	\$4.50	\$685,103
Hazardous Material Abatement	152,245	\$3.00	\$456,735
Build Replacement Human Services Building	72,000	\$380.00	\$27,360,000
Build Replacement CBRF	22,000	\$420.00	\$9,240,000
Build Replacement Medical Examiners Facility	3,200	\$380.00	\$1,216,000
Sub-Total			\$38,957,838
Soft Costs / Permits / Reimbursables	10%		\$3,895,784
Contingency	5%		\$1,947,892
Fixtures Furniture and Equipment			\$949,000
Total Project Costs			\$45,750,513



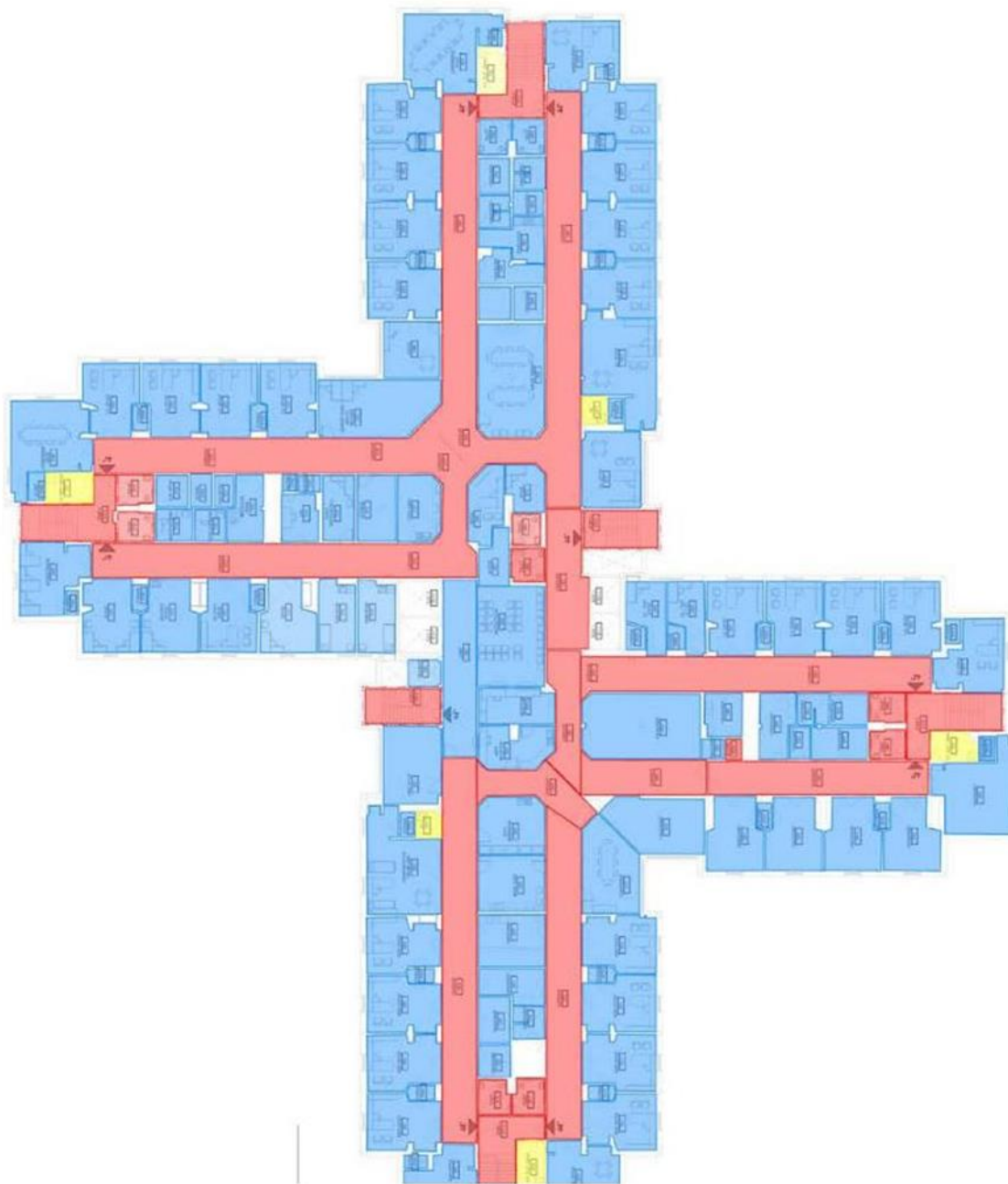
Henry Dodge – Ground Floor Plan



Henry Dodge – First Floor Plan



Henry Dodge – Second Floor Plan

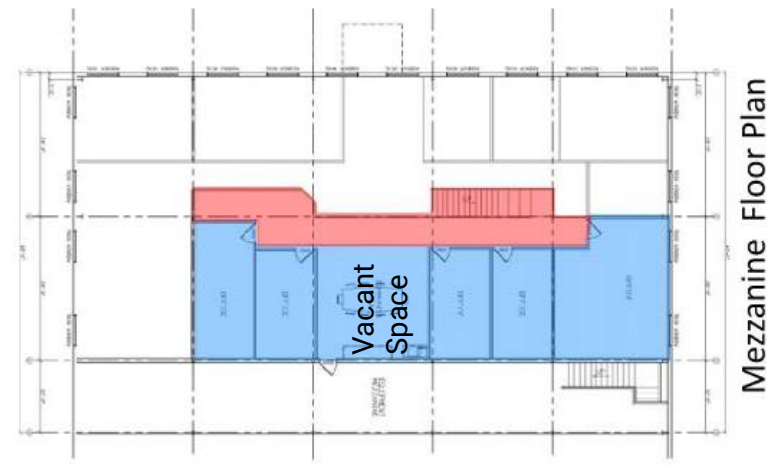


Henry Dodge – Third Floor Plan

Mayville Shop

Mayville Shop building totals 22,000 gsf. The 6,800 gsf of office space on the first floor and mezzanine is not assigned. Although this space does not have regular assigned personnel in the building, this office space is a part of the emergency preparedness plan as a secondary EOC if the main EOC in the Sheriff's office was not functioning. This requires the County to maintain at all times building services such as internet, technology, and HVAC systems. IT department stated that the server in this location is in need of an upgrade in the near future.

A budget for this building is not included until a use is determined.



Mayville Shop